

Seventeen Options to Consider in a Program Office Sponsored
Career Development Program

1. Vision - Benefit to DOE Mission
Marketing & Emotional Framework
Rationale & Return on Investment
2. Purpose, objectives and related measurable indicators
DOE Corporate
Your Program office
Work Force Planning/Staffing
Supervisory roles
Individual employees
3. Selection - Application process (es)
Merit Principles
Diversity
4. Champion or Sponsor - Chief Risk-Taker
5. Council or Advisory Board
Collegial Decision-Making Group
Enforcer through Peer pressure
6. Seasonal or Annual Work Schedule in Office –
Workload can disrupt developmental processes
7. Funding – honest and realistic budget estimate
8. Formal classroom training - specific reasons
9. Academic education – reward, retention, recruitment incentive
10. Special Personnel Authorities – college tuition reimbursement, promotion in six months, etc.
11. Special Work Assignments and travel – especially as part of a team
12. Mentors or Coaches – guidance outside of chain of command
13. Supervisor Role – work planning and work oversight, individual development plans, and performance appraisal
14. Participant role - level of responsibility and leadership, mission function critical, and business management competency performance expectations.

15. Individual Evaluation Process – use of peer and/or 360 evaluation methods to determine positive or negative contribution or payoff to program office in addition to performance appraisal result and individual accomplishments.

16. Program Evaluation Process – benefits to Program or Staff Office in addition to individual contribution.

17. The Unintended Consequences – availability of learning & development resources for other employees, related separations and new hires, work management when career development program participants are on special assignments, etc.